GTA Board of Directors

March 1, 2012

Our Strategic Vision

- ▪ A transparent, integrated enterprise where technology decisions are made with the citizen in mind
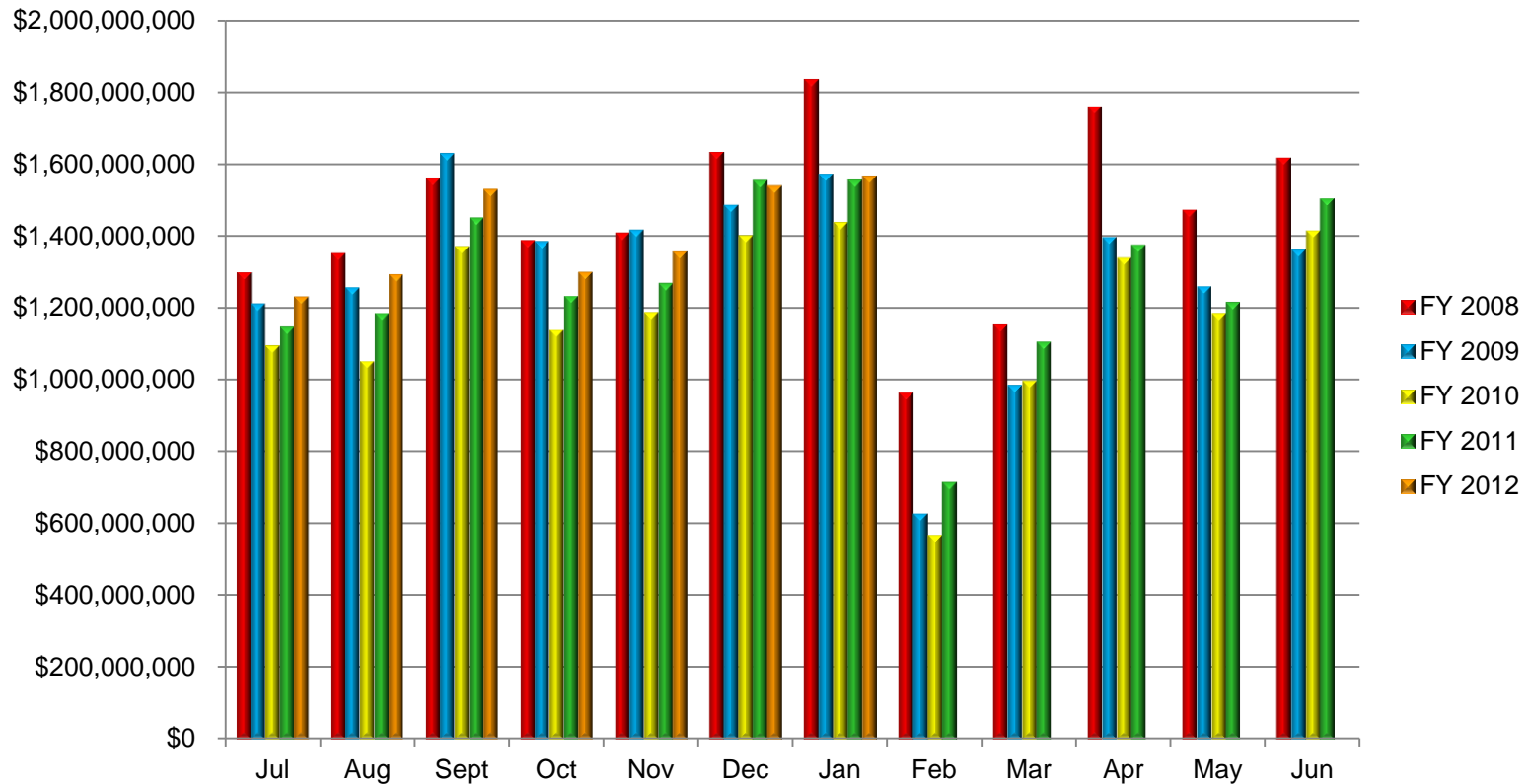
Our Mission

- ▪ To connect Georgians to their government

Agenda

- **Welcome**

- **Financial Update**

- **Executive Director's Report**

  - Transformation Plan Update: IBM

  - IT Transformation Status Report and Performance Measurements

  - Enterprise Governance and Planning

- **Open Discussion**

State Revenues: FY 2008 to FY 2012

State Revenues: Fiscal Year to Date

FY 2012 revenues are 4.5% higher through January than the prior fiscal year

GTA FY 2012 Budget Update

	FY12 Budget	FY12 Variance	FY12 Projection
REVENUES:			
State Appropriated Funds	$0	$0	$0
GTA Administrative Fees	$13,739,909	$94,462	$13,834,371
IBM Infrastructure Revenues	$108,602,708	$10,017,609	$118,620,317
AT&T MNS Revenues	$62,845,459	$873,827	$63,719,286
Revenues from Sales of Data	$31,837,647	$277,744	$32,115,391
Revenues from Retained Services	$10,891,000	($2,472,433)	$8,418,567
TOTAL REVENUES:	**$227,916,723**	**$8,791,209**	**$236,707,932**
EXPENSES:			
Personal Services	$21,998,587	($2,136,571)	$19,862,016
Regular Operating	$1,326,452	($636,152)	$690,300
Computer Charges	$6,466,249	$827,462	$7,293,711
Real Estate Rentals	$1,759,821	($64,718)	$1,695,103
GTA Telecommunications	$3,629,366	$55,074	$3,684,440
GTA Contracts	$13,359,460	($3,722,547)	$9,636,913
GTA Transfers	$2,000,000	($107,980)	$1,892,020
IBM Infrastructure Contract	$108,445,707	$10,272,023	$118,717,730
AT&T MNS Contract	$62,845,459	$733,430	$63,578,889
TOTAL EXPENSES:	**$221,831,101**	**$5,220,022**	**$227,051,123**
Budget Basis Surplus/ (Deficit)	$6,085,622		$9,656,810
Non-Budgeted FY12 Transfers	($20,822,832)	($19,164,908)	($1,657,924)
Net Income/(Loss)	($14,737,210)		$7,998,886
Authorized Positions	165		165

Financial Summary

- **State revenues continue to improve – 4.5% higher in FY 2012**

- **Data Sales revenues show continuous growth in FY 2012**
  - 3.9% increase over FY 2011

- **Continue to meet the financial performance of our GETS Business Case**
  - $181 million savings estimated over 10-year term of the GETS contract

- **Customer collections continue to show steady improvement**
  - 68 days: January 2010 Accounts Receivable turnover ratio
  - 53 days: January 2012 Accounts Receivable turnover ratio
  - 49 days: July-January FY 2012 average Accounts Receivable turnover

- **GTA Operating Reserve Balance**
  - $25.1 million projected end-of-year reserve balance
  - $18.7 million average monthly operating expense
    - $15.7 million average monthly fixed expense for GETS contractual service

Executive Director's Report

Realigning State Functions

Original Agency		Receiving Agency
Behavioral Health & Developmental Disabilities (Sex Offender Registry Board)	Transfer (1 FTE, 5 Part-Time)	Georgia Bureau of Investigation
Human Services (Childcare)	Offboarding (13 FTEs)	Early Care and Learning
Labor (Workforce Investment Act Grants)	Onboarding 18 FTEs	Workforce Development
Labor (Safety Inspections)		Agriculture
Labor (Vocational Rehabilitation)	Onboarding (1,900 FTEs)	Human Services
Georgia Aviation Administration	Transfer (3 FTEs), Offboarding	Natural Resources, Public Safety, Forestry Commission
Office of Insurance Commissioner	Onboarding (1 FTE)	State Accounting Office
Public Service Commission (Transportation Regulation)		Public Safety
State Personnel Administration	Onboarding (43 FTEs)	Administrative Services
State Personnel Administration (1-800-Georgia)		Office of Consumer Protection

Complex	Straightforward	Little or No Affect on GETS

Transformation Plan
Update: IBM

Development, Review and Approval of the End to End Transformation Plan with GTA and the Agencies has Been our Focus

- **Comprehensive Integrated End to End Plan Delivered to GTA on 1/26**

- **Sharing Agency view for each Transformation Program -> in progress**

- **While we are working through the approval process, work continues at DOR, GBI, DCH, and DBHDD**

- **Enhanced Governance**

  - Active Agency Participation

  - Ongoing Agency Status Report & Dashboard

  - Enhanced Project Communications

- **"Lessons Learned" incorporated after each transformation event**

- **Dedicated Transformation Resources in place**

Strong Communication and Expectation Setting with the Agencies is Vital.

Communication Plans and Approach

- **For Agency project teams**
  - Project kick-off meetings to review tasks, expectations, roles and responsibilities
  - Weekly project meetings to guide progress

- **For Agency end users directly affected by projects**
  - Advance notification of what's coming, when and what the impact will be
  - Interval and frequency determined by user impact

- **Phased approach to ensure deployment is working properly**
  - Pilot test phase (small subset of agency staff)
  - Early adopters phase (small subset of agency staff)
 - General deployment (all agency staff)

Infrastructure Transformation Services

Project	Description
Desktop Antivirus	Deployment of Antivirus onto Agency desktops to improve security. **The Antivirus Agent is being rolled out to 24,443 EUC devices**
Laptop Encryption	Encryption of Agency laptops to improve security. **5,483 EUC devices are in the process of being Encrypted**
Active Directory Services	Centralize and consolidate to a current Enterprise Active Directory Environment from (10) SOG Windows Agencies. **34,682 Active Directory accounts are process of being created / migrated**
eMail Services (Including BES/Blackberry)	Centralize and consolidate to a current Enterprise Exchange Environment from (10) SOG Windows Agencies. Also included – Consolidation of (13) Blackberry environments to a centralized and current Blackberry environment. Migration of email and BES accounts. **41,259 eMail accounts are in the process of being migrated.**
Print Services	Replaces the current print server environment with a Direct IP print solution that removes the dependency on print servers, while reducing the physical footprint, network connection, power consumption and support of legacy systems. **Print Servers at 480 are included in this effort**
Application Server Consolidation	Application Server Consolidation (SCON) - implements a consolidated IT infrastructure through server optimization that is more efficient, flexible with increased utilization and performance while also reducing footprint, costs and support across each agency. **1,048 Application Servers are in the process of being migrated and consolidated**

Infrastructure Transformation Services

Project	Description
Novell GroupWise eMail to Exchange Migration (Including BES/Blackberry)	Centralize and consolidate from (3) Novell Groupwise agencies to the Enterprise Exchange Environment. Centralization of Blackberry environment. Migration of eMail and BES accounts.
Malware Server Antivirus	Deploy McAfee Antivirus software to improve security across the environment. **1,740 Servers are part of the Enterprise Deployment**
PKI Migration	Deployment of an enterprise-wide Public Key Infrastructure to Agency customers and other recipients as third-party beneficiaries. This is a security related project. **15 Agencies will have PKI Key Management deployed**
File Services Consolidation	Moves Windows and Novell File Server data from existing legacy hardware to new operationally stable and supportable hardware. It helps consolidate the infrastructure and reduces the footprint and tape backup support requirements across the agencies. In addition, the solution increases data security. **File Servers at 480 sites are included in this effort**
Measurements & Reporting	Develop reports providing operational, availability, security, SLA, Asset, etc. self - service reporting **Overall 142 operational and measurements reports and 75 agency reports are being developed**
Novell e-Dir to AD Migration	Centralize and consolidate from (3) Novell e-dir agencies to the Enterprise Active Directory. Migration of Agency e-dir accounts to AD accounts to SOG.Local domain.

Transformation projects are ongoing at GETS Agencies, with Comprehensive Plans Being Presented in February and March.
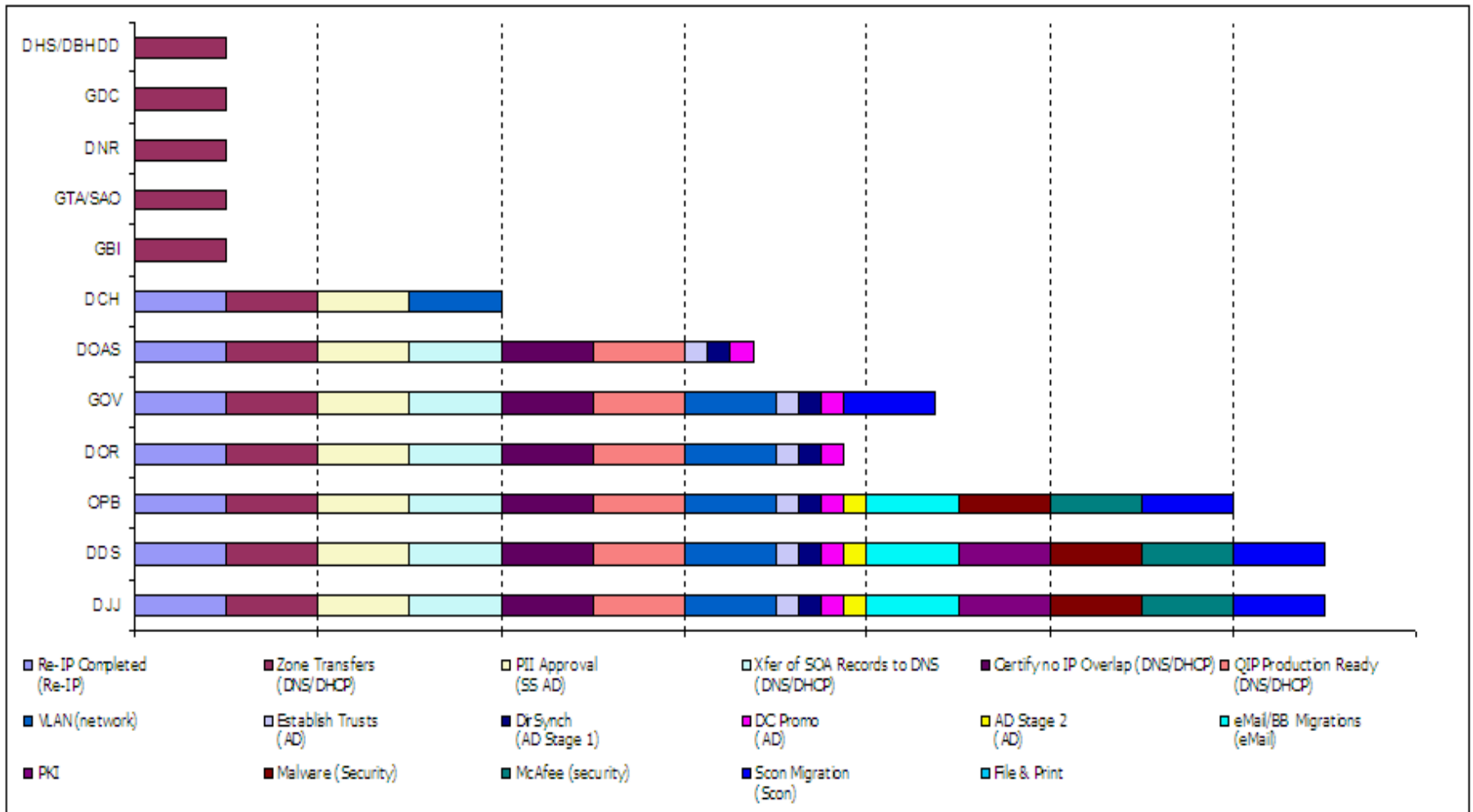
IT Transformation Status Report and Performance Measurements

Transformation/Operations Updates
(*1 of 7*)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
IBM Lead Programs							
Server Consolidation (SCON)					R	⬆	
SCON - # of servers migrated	0	0	132	1048			
SCON - # of application affinity migrations	0	0	31	TBD			
Active Directory (AD)					Y	⬆	
# of users migrated	0	0	3065	~41,000			

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
Red - Major issue, no approved plan

Transformation/Operations Updates
(*2 of 7*)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
IBM Lead Programs							
EMAIL					Y	⬆	
# of mailboxes migrated	0	0	3770	41,386			
# of BES users migrated	0	0	136	3069			
FILE Services					Y	⬌	
# of sites transformed	0	0	0	487			

Legend: **Green –** On schedule, no major issues
                        Yellow - Issues but plan in place to address/tracking
                        Red - Major issue, no approved plan

Transformation/Operations Updates
(3 of 7)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
IBM Lead Programs							
MALWARE					Y	⬇	
# of servers	11	11	718	1740			Program targeted to complete Q1 2012; target date at risk.
# of workstations	70	37	5871	24,465			
EUC Refresh					G	⬌	
# of workstations refreshed	308	379	15,386	35,903			Overall program completion of 43%.
Server Currency					G	⬌	
# of servers refreshed			252	357			

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
Red - Major issue, no approved plan

Transformation/Operations Updates
(4 of 7)

Metric description	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
IBM Lead Programs					
Tool Deployment & Monitoring			R	⬆	
# workstations w/DDM & verified	19,797	36,478			Assets with DDM active; based on billing & Maximo verification
# Servers w/Tools & Monitored	59%	2396			Average across Unix, Windows and Novell (w/% for Novell where no tools installed)

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
Red - Major issue, no approved plan

Transformation/Operations Updates
(*5 of 7*)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
AT&T Lead Programs							
IP Re-addressing					G	⬌	
# of sites remediated	0	0	30	44			Overall 69% complete
LAN/WAN Refresh Program					G	⬇	
LAN/WAN - # of devices refreshed	35	60	424	1430			Overall 30% complete
LAN/WAN - # of Firewalls Decommissioned	21	40	169	789			Overall 21% complete

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
Red - Major issue, no approved plan

Transformation/Operations Updates
(*6 of 7*)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
AT&T Lead Programs							
Voice Refresh Program					G	↔	
PBX System	0	0	4	27			Overall 15% Complete
Key System	19	7	129	480			Overall 27% Complete
Centrex phone sets	1,305	500	7,437	45,000			Overall 17% Complete

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
Red - Major issue, no approved plan
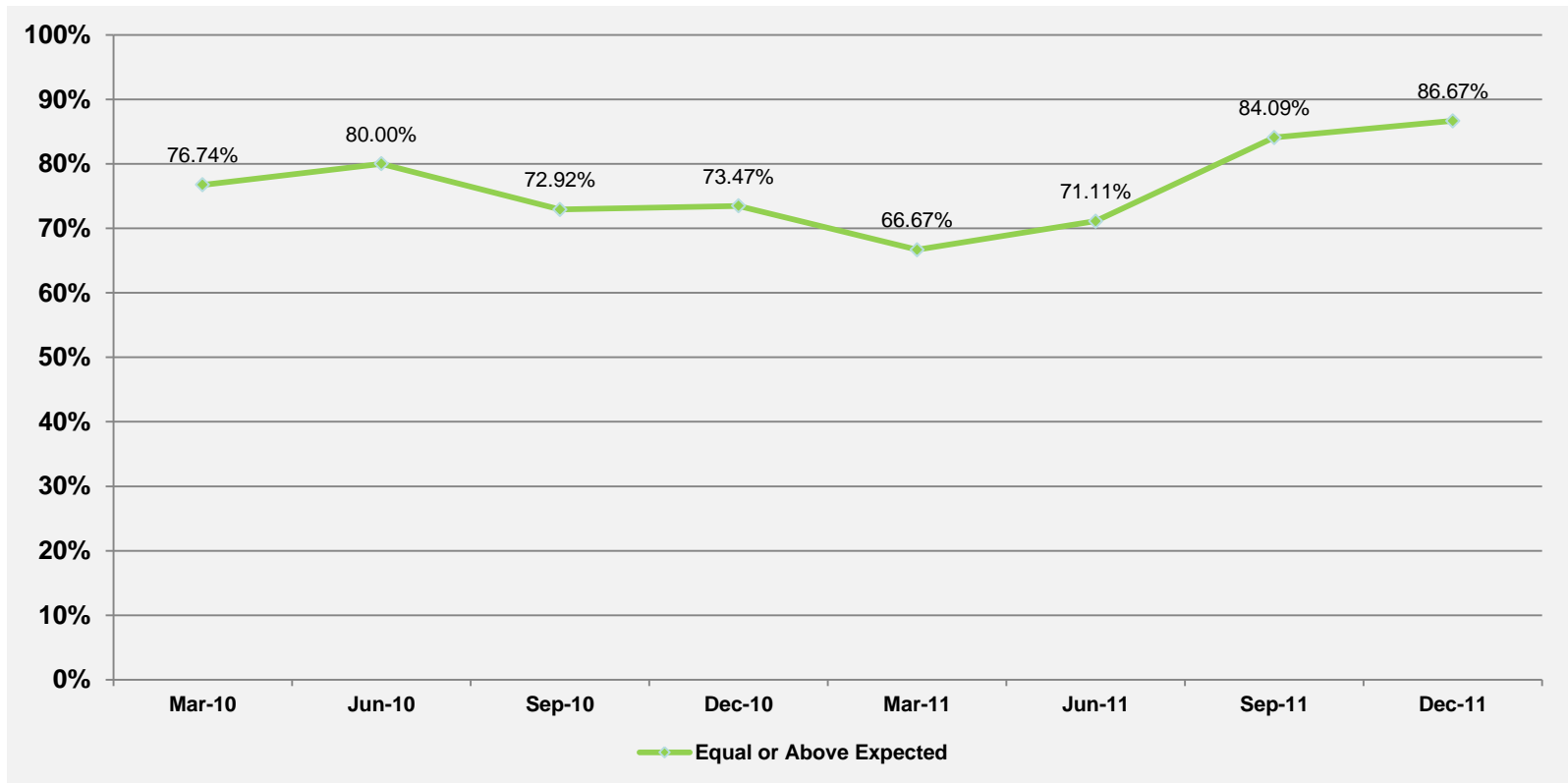
Transformation/Operations Updates
(7 of 7)

Metric description	# completed in December	# planned in December	# Completed out of total	Total # in scope	GTA Health Indicator	Trend	Comment
AT&T Lead Programs							
Hosted ICS / Hosted Contact Center					G	↔	Project is in planning stage. Had first GTA/AT&T internal meeting. Discussed documentation.
Agencies	0	0	0	18			Met with 9 Agencies, Received minimum data set back from 4.
Basic Seats	0	0	0	555			
Premium Seats	0	0	0	124			

Legend: **Green –** On schedule, no major issues
Yellow - Issues but plan in place to address/tracking
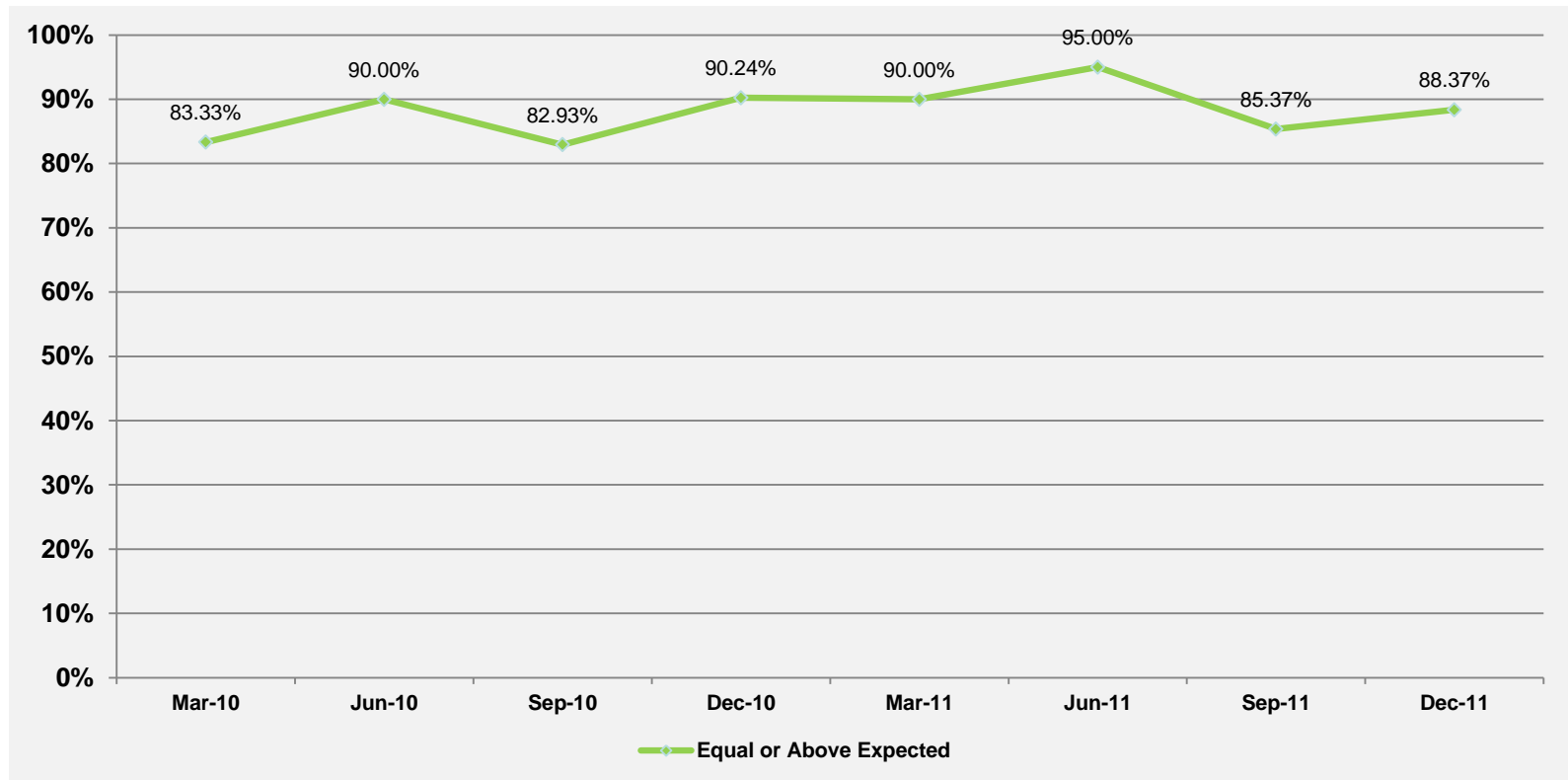**Red -** Major issue, no approved plan

SLAs Performance Trend
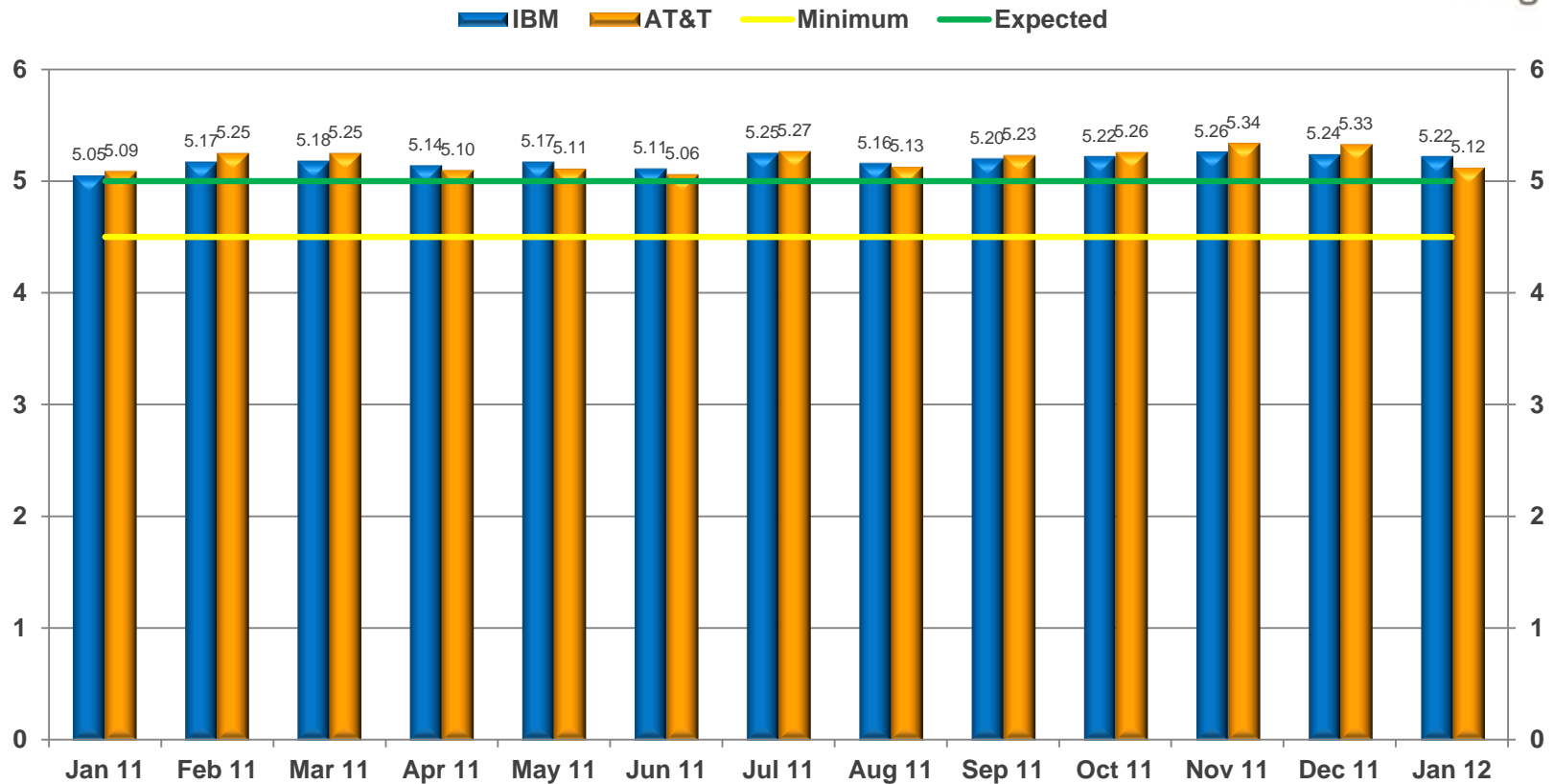
IT Infrastructure Services

SLAs Performance Trend

Managed Network Services

Service Desk Survey Results

Chart legend: IBM, AT&T, Minimum, Expected

Month	IBM	AT&T
Jan 11	5.05	5.09
Feb 11	5.17	5.25
Mar 11	5.18	5.25
Apr 11	5.14	5.10
May 11	5.17	5.11
Jun 11	5.11	5.06
Jul 11	5.25	5.27
Aug 11	5.16	5.13
Sep 11	5.20	5.23
Oct 11	5.22	5.26
Nov 11	5.26	5.34
Dec 11	5.24	5.33
Jan 12	5.22	5.12

Legend
6 points: Very Satisfied
5 points: Satisfied
4 points: Somewhat satisfied
3 points: Somewhat dissatisfied
2 points: Dissatisfied
1 point: Very dissatisfied

- **371 surveys received in January, 27% response rate**
- **80 agents; 36,400 end users in full-service agencies; 100,000 total customers statewide; 10,800 monthly calls***

* Excludes password resets

Enterprise Governance and Planning

State IT Road Map

State CIO Focus 2012	State CIO Focus 2013-2015	2012 – 2015 Technology Opportunities Focus	Industry Maturity	State Maturity
5%	10%	Business Processes	H	L
5%	10%	Data Management	M	M
10%	15%	Cloud-based Sourcing	H	M
5%	15%	Workforce Mobility	M	L
10%	15%	Access	M	M

KPMG Follow-up Work: Governance

- **Creating the Business Management Council to focus on enterprise business-related decisions**

  - Members are deputy commissioner or equivalent

  - Work will extend beyond GETS

- **Creating Agency Management Committee to focus on enterprise GETS IT-related decisions**

  - Replaces Agency Advisory Council

- **Existing committees and processes will provide analysis and recommendations to both entities**

KPMG Follow-up Work: Recommendations

Topic Area	Recommendation	Status
Service Levels Performance Reporting	1. Work with agencies to modify Service Level Agreements to align with enterprise business needs.	June 2012
	2. Develop performance metrics dashboard at full-service GETS agency level.	June 2012
	3. Create greater agency visibility into problem resolution by enabling access to the status of Service Desk tickets.	April 2012
	4. Establish an issue tracking process that provides (1) early, proactive identification of program-level issues; (2) efficient and timely resolution of program-level issues; (3) identification and resolution of program-level issue trends.	June 2012
	5. Create greater agency visibility into problem resolution by including agencies on management bridge calls when requested.	June 2012
Transformation	1. Resume major IT modernization and transformation projects by having IBM deliver a comprehensive, end-to-end plan.	Complete
	2. Provide transformation updates to CIO group on a monthly basis.	Ongoing
	3. Provide transformation updates to agency business group on a quarterly basis.	April 2012

KPMG Follow-up Work: Recommendations

Topic Area	Recommendation	Status
Governance Committee Structures	1. Ensure agency involvement in making decisions that affect technical issues by restructuring the Agency Advisory Council.	Complete
	2. Further define agency decision-making rights and authority by renaming the AAC as the Agency Management Committee and developing a new charter.	Mar. 2012
	3. Ensure agency involvement in making decisions that affect business operations and financial management by establishing the Business Management Council.	Mar. 2012
Governance Organizational Alignment	1. Enhance GTA's organizational efficiency by more clearly defining roles, responsibilities, accountability, and authority within the Service Management Organization (SMO).	May 2012
	2. Refine the SMO's organizational structure in accordance with clarified roles, responsibilities, accountability, and authority.	TBD
	3. Improve business relationships by aligning goals among GTA, agencies, and IT service providers to ensure agency business needs are being meet.	June 2012
	4. Ensure the success of large GETS projects by clearly establishing GTA in the role of IT infrastructure integrator.	Mar. 2012
Governance Issue Resolution	1. Improve service delivery by reviewing existing business processes to find gaps in identifying, tracking, and resolving service problems. (Note: Need to incorporate back office.)	Oct. 2012

KPMG Follow-up Work: Recommendations

Topic Area	Recommendation	Status
Governance Demand Management	1. Review industry best practices for Demand Management.	Complete
	2. Implement/revise best practices for forecasting demand for services.	TBD
	3. Improve the fulfillment of service orders from agencies by clearly defining responsibility and accountability for each process that agencies use to submit orders.	June 2012
	4. Evaluate Demand verses Capacity/Fulfillment and evaluate changes in Service Level requirements.	TBD
	5. Create operational and financial processes to add new applications into DR program.	TBD
Communications Campaign	1. Ensure consistent messages to agencies by creating a messaging guide for use by GTA and the IT service providers.	Complete
	2. Improve the process of initiating, developing, reviewing, approving, and delivering communications to agencies by creating flow charts and communications templates.	Complete
	3. Improve communications to agency business leaders about GETS program impacts on agency-wide operations and budgets.	Mar. 2012
	4. Create formal lines for communicating programmatic information to agencies.	Apr. 2012
Communications Training	1. Improve business relationships among GTA, agencies, and IT service providers by researching and providing training to GTA staff in best practices for relationship and change management.	June 2012

Symposium Will Rollout Consultancy

- **March 29 event aimed at agency executives, planners, Chief Information Officers, Information Security Officers and project managers**

- **New services from Enterprise Governance and Planning are designed to help agencies:**
  - Map technology to business needs
  - Mitigate risk
  - Make smart IT investments
  - Ensure project success

- **Planning is under way for a separate workshop on the use of mobile devices in state government**